

CITIZEN INVOLVEMENT GUIDELINES FOR LAKE OSWEGO



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Dear Fellow Resident:

The City Council established a Commission for Citizen Involvement (CCI) to advise it on citizen participation in land use planning. This committee is charged with developing, implementing and evaluating a program for effective citizen involvement.

Program guidelines for citizen involvement have existed in Lake Oswego since 1975. We have reviewed and rewritten these past guidelines with the purpose of updating the information and making it easier to read. Our intent is to have a better informed citizenry, and to provide a framework for government and citizen interaction. We want our local government to work well, and we strongly believe planning and decision making is a responsibility of all residents.

The program closely follows and complies with the components of Oregon's Statewide Planning Goal 1, Citizen Involvement. The text of Statewide Citizen Involvement Goal can be found at the back of this document (Appendix A).

Sincerely,

The Commission for Citizen Involvement

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CITIZEN INVOLVEMENT GOALS AND OBJECTIVES

The purpose of the Citizen Involvement Guidelines is to ensure that the community is aware of the choices facing it through the Comprehensive Plan, understands these choices and has the opportunity to express its informed opinions to those responsible for making the decisions.

Oregon Statute describes a “Comprehensive Plan” as a generalized, coordinated land use map and policy statement of the governing body of a local government that interrelates all functional and natural systems and activities relating to the use of lands, including, but not limited to, sewer and water systems, transportation systems, educational facilities, recreational facilities, natural resources and air and water quality management programs. “Comprehensive” means all – inclusive, both in terms of the geographic area covered, and functional and natural activities and systems occurring in the area covered by the plan. “General nature” means a summary of policies and proposals in broad categories and does not necessarily indicated specific locations of any area, activity or use. A plan is “coordinated” when the needs of all levels of governments, semipublic and private agencies and the citizens of Oregon have been considered and accommodated as much as possible. “Land” includes water, both surface and subsurface, and the air. (ORS 197.015).

In any particular situation, the Citizen Involvement Guidelines may not provide exact direction, but it should provide a reliable approach. People are urged to use their common sense and good judgment in following the Citizen Involvement Guidelines. The CCI stands ready to provide assistance through their neighborhood liaison, however, participants are encouraged to proceed on their own initiative, following the program guidelines.

The major objective of the citizen involvement guidelines is to establish an effective and responsible program for citizen involvement in the planning process in Lake Oswego.

Specifically, the City goal is to provide opportunities for citizens to be involved in all phases of the planning process. This includes, but is not limited to:

1. Participation in land use planning decisions.
2. Participation in implementation of the Comprehensive Plan.
3. Consider, while in the early stages, any and all city, county, regional, state, and federal plans and actions which may have substantial impact on the local community.
4. Take part in a periodic review and evaluation of the Comprehensive Plan and planning and decision making procedures.

This program has been developed for Lake Oswego by your fellow citizens. It implements State Planning Goal 1: Citizen Involvement, by creating a framework:

1. To create a means for the City Council, its advisory bodies and staff to know what the community thinks about issues and choices.
2. To provide for communication between residents and the City Council which will as much as possible creates well-defined, well thought out, positive input to decision making.

3. To define the obligations of the City Council, its advisory bodies and staff to be sure that the community knows about decisions and has a meaningful opportunity to participate in making them. The bigger the decision, the more important this obligation becomes.
4. To demonstrate to those making decisions the value of citizen involvement.
5. To inform residents about the decision making process, how they may participate in it, and the nature of the choices facing the community.
6. To encourage residents to take part in decisions which affect their community and their personal lives.

THE ROLES OF PARTICIPANTS

The City Council, City Manager, Planning Commission, Development Review Commission, neighborhood associations, other public boards and agencies and private citizens are all engaged in comprehensive planning for the community. To effectively involve citizens in planning the community's future, it is important that all participants accept and carry out the following responsibilities:

A. Council

The City Council sets community policy, including the comprehensive plan amendments, budgets and related ordinances. The City Council will:

1. Require adherence to the Citizen Involvement Guidelines (CIG).
2. Consider public input prior to decision making.
3. Hold public hearings.
4. Adopt findings which provide the explanation used to reach land use policy decisions.
5. Assure the necessary regulatory means and support services to implement the CIG.
6. Appoint new CCI members.
7. Sponsor town meetings.
8. Request a Commission for Citizen Involvement recommendation concerning groups requesting neighborhood association status.
9. Recognize neighborhood associations as they form.
10. Receive the majority and minority positions of the neighborhood associations in accordance with legal procedure.

11. Respond to citizen recommendations.
12. Meet with the CCI to evaluate the Citizen Involvement Guidelines at least annually.
13. Appoint and define responsibilities of special purpose advisory committees.
14. Provide adequate financial and staff support to City committees and commissioners to enable them to carry out their responsibilities as outlined in the Citizen Involvement Guidelines.

B. Planning Commission

The Planning Commission recommends to City Council policies and regulations which guide the future development of a City. They also make a final decision on some land use and development applications. The Planning Commission will:

1. Direct development of plans, policies, and ordinances to implement comprehensive planning.
2. Promote general public input on formulation of alternatives prior to the proposal of policies and recommendations.
3. Hold public meetings and hearings as required under state and local laws.
4. Receive the majority and minority positions of the neighborhood associations in accordance with legal procedure.
5. Analyze citizen neighborhood association and staff input from a city-wide point of view and recommend appropriate measures to the Council.
6. Sponsor town hall meetings.
7. Attend town hall meetings as requested.
8. Review and recommend revisions and amendments to the Comprehensive Plan.
9. Meet at least annually with the CCI to re-evaluate citizen input methods.
10. Recommend special purpose advisory committees to Council.

C. Development Review Commission

The Development Review Commission reviews development proposals and makes a final decision based on City regulations and criteria. The Development Review Commission will:

1. Hold public meetings and hearings as required under state and local law.

2. Analyze citizen neighborhood association and staff input from a city-wide point of view and recommend appropriate measures to the Council.
3. Receive majority and minority positions of the neighborhood associations in accordance with legal procedure.

D. Commission for Citizen Involvement

Commission for Citizen Involvement (CCI). A local group appointed by the City Council for these purposes: assisting with the development of a program that promotes and enhances citizen involvement in land use planning; assisting in the implementation of the citizen involvement program; and evaluating the process being used for citizen involvement. The City Council has designated the Lake Oswego Planning Commission as the CCI (Lake Oswego Code Section 12.51.025). Each CCI member is appointed to the CCI simultaneously with appointment to the Planning Commission and is to serve on the CCI as long as his or her term in office on the Planning Commission. The CCI advises city boards, commissions and council on matters pertaining to citizen involvement, ensuring compliance with Oregon Statewide Planning Goal 1, as well as the Lake Oswego Comprehensive Plan Goal 1, Citizen Involvement. A citizen advisory committee (CAC) may deal with a broad range of planning and land use issues. For the City of Lake Oswego, CAC's take the form of officially recognized neighborhood associations. Each city or county has only one CCI, whereas there may be several CAC's.

The CCI will:

1. Recommend specific input methods (task forces, advisory boards, committees) for citizen involvement in review or implementation of the adopted Comprehensive Plan, when the choice of appropriate procedures and methods needs clarification.
2. Assist in the implementation, monitoring and evaluation of the citizen involvement process periodically and recommend improvements to Council.
3. Advise regional, state, and federal agencies on citizen involvement methods as requested.
4. Work with schools in establishing land use and citizen involvement curriculum in all levels of educations.
5. Maintain communication with community organizations (such as Chamber of Commerce, League of Women Voters) relating to citizen involvement matters.
6. Organize town meetings.
7. Meet at least annually with the Council to evaluate citizen input methods.
8. Publicize the Citizen Involvement Guidelines.

9. Assure that methods are developed for the public to receive public notices and planning information in a systematic manner.
10. Encourage the formation and continued activity of citizen initiated neighborhood associations.
11. Make recommendations to City Council on the recognition of new neighborhood associations.
12. Make recommendations to City Council on which association should be reviewed because of their failure to comply with the provisions of this program.
13. Provide annual review of neighborhood associations according to neighborhood association criteria established in this document to determine if this program is successful and make recommendations to Council.
14. Provide mediation in the event that staff and a neighborhood association cannot agree on the text of a City supported neighborhood newsletter or flier.
15. Provide the opportunity for neighborhood association members to access existing City community mediation services.

E. City Staff

City staff will:

1. Administer public notice procedure established by City Code. Since many of the ordinances, studies, programs, budgets and other ways of carrying out the Comprehensive Plan are initiated and developed by city departments, these departments have the basic responsibility for notifying the community of their proposals in a timely manner.
2. Work with and provide assistance to the CCI to assure appropriate public input.
3. Make existing technical information available for public review in an understandable form and/or provide interpretation. Such information should be available at the public library as well as city hall.
4. Be the point of contact for federal, state, regional and county agencies.
5. Facilitate public knowledge of the planning process, and make available the technical assistance necessary to encourage informed citizen involvement, including providing sufficient opportunity for citizens to be involved in all the phases of the planning process, as set forth and defined in the goal and guidelines for (Statewide Planning Goal 2) Land Use Planning, including Preparation of Plans and Implementation Measures, Plan Content, Plan Adoption, Minor Changes and Major decisions in the Plan and Implementation Measures.

6. Sponsor town hall meetings.
7. Ensure that association members have the right to receive information which is not misleading or inflammatory, so that members can make a decision based on their own judgment.

F. Neighborhood Associations

1. Be citizen initiated.
2. Determine and communicate the majority and minority neighborhood points of view relative to plans and decisions under consideration by the city.
3. Disperse accurate information, so that members can make a decision based on their own judgment.
4. Act upon a broad range of issues affecting their own neighborhood.
5. Satisfy the CIG Neighborhood Association Criteria at all times.
6. Identify and recognize the decision making criteria that the appropriate governmental hearing body needs to consider.
7. Meet the Public Meetings Law (ORS 192.610-192.990; Appendix B).

G. General Public

The public has a responsibility to:

1. Keep informed of the planning process.
2. Participate in task forces.
3. Joining neighborhood associations.
4. Attend public meetings to obtain information, to hear other points of view, and to express opinions.

H. Special Purpose Advisory Committees

These task forces should:

1. Develop recommendations on matters of substantial community interest.
2. Represent appropriate expertise, local neighborhood associations, users, interest groups or citizens at large.

I. Regional, State and Federal Agencies

These agencies should also follow the procedures and methods of the Citizen Involvement Guidelines.

PROCEDURES AND METHODS

A. Establishing Effective Two-Way Communication

1. Public Hearings

All public hearing notices will be published in a newspaper which a large number of people in the community read. Notices will have a regular identifiable format, and include simple, clear language (in addition to legally required descriptions) to assure that the purpose of the hearing can be easily understood.

2. Early Notification of Government Actions

Announcements will go out to affected neighborhood associations, other agencies or boards, and will be made in time to allow a reasonable period for review and response.

3. General Public Input

All City boards, council, committees and commissions will be open to attendance of interested citizens unless otherwise required by law.

4. Town Hall Meetings

The purpose of a town hall meeting is not to make a decision but to impart information, to explain facts and fully understand issues. Town hall meetings will be held to bring city officials and public together in an informal but structured dialogue on current issues. The agenda will exclude quasi-judicial items or, as a general rule, exclude current specific topics of controversy under consideration by the Planning Commission or City Council, to avoid creating an unofficial public hearing.

The CCI and/or staff will be responsible for setting up and publicizing town hall meetings, with the assistance of the City Council. The meeting chairman should be a City Council member, and all Council members should be invited. Generally, agendas will be flexible, and may include such matters as:

- Open agendas for brainstorming about community goals, future plans, or issues;
- City department and staff reports about present activities and future plans;
- Reports by outside agencies on projects being planned or considered;
- Reports by special interest groups such as the Chamber of Commerce, schools, League of Women Voters, neighborhood associations and so on;
- Information about city government processes or land use planning in an educational format.

The meetings will be structured to provide as relaxed an atmosphere as possible, and to allow mutually helpful exchange of information. Discussion is to be encouraged.

The CCI will be represented at the town meetings.

5. Annual Council – CCI Meetings

The Council will hold annual meetings with CCI to review and evaluate the Citizen Involvement Guidelines.

6. Required Response to Citizens

Citizens requesting a response from the City will receive a reply setting forth the City's justification for its decision or actions. The reply may be made in any of the following ways, as appropriate.

- In a copy of the findings of a decision.
- In minutes of public meeting where reasons are stated and recorded.
- In body of report, study, plan, etc., explaining reasons for action or policy.
- By General announcement in the newspaper or city manager's newsletter.
- By memorandum or report made for administrative or departmental reasons.
- By letter directed to the body or persons making the comments or recommendations.
- By phone call, unless a written response is requested.

Replies will be prompt and complete.

B. Public Notification Procedures

1. Staff Notification Procedures

The following guidelines are provided to assist the city staff in carrying out their responsibility. It is intended that the guidelines be liberally construed to:

- Inform Citizens
- Increase communication
- Increase participation
- Create an open decision making process
- Build trust

2. Initial Notice

The Planning Commission will receive appropriate notice of City actions and studies which fall within the authority of the Planning Commission pursuant to Oregon Statute.

3. Method of Notice and Citizen Involvement

The methods of public notice and citizen involvement should vary with the type of action which the city department is proposing, and they should be chosen accordingly.

City staff will strive to ensure that land use information regarding affected associations will be disseminated in a timely manner and should seek guidance from the CCI as to the best method of communication.

a. Site and area specific implementation measures.

Those measures include such actions as site specific development applications reviewed by the Development Review Commission or Planning Commission, minor plan amendments, and administrative decisions.

If some doubt exists about the level of citizen involvement appropriate for a specific proposal it is suggested that the CCI be requested to advise the department.

b. Significant planning issues and citizen involvement.

The steps to be followed in affording citizen input and involvement in significant planning will be as follows:

- i. Identify the specific issue(s).
- ii. Determine the citizen involvement methods. Policies found in the Citizen Involvement Guidelines should be enforced; if problems are foreseen, CCI will recommend specific method. Public notification of the issues and the citizen involvement methods should involve citizens in all phases of the particular issue.
- iii. Citizen input (by methods specified).
- iv. Public hearing by the appropriate public review body.
- v. Action by Council.

Note that steps ii. to v. above are the City's responsibility to carry out, including whenever possible, issues which are initiated by outside federal, state and county agencies.

The above steps do not have to be adhered to literally if an equally satisfactory method of achieving thorough public involvement is approved by the CCI.

C. Neighborhood Association Criteria

Lake Oswego's Goal on Citizen Participation is "to encourage citizens to participate more actively in the planning process of the community." The City objective is to provide for and encourage community and neighborhood planning organizations, establishing a chain of good communications between the residents and City in the planning and administrative process.

- Definition

Neighborhood Association [also known as Citizen Advisory Committee(CAC)] is defined as a group of citizens organized to help develop and maintain a comprehensive plan and its land use regulations. Local governments usually establish one such group for each neighborhood in a city or each district in a county. CAC's may also be known as neighborhood planning organizations, area advisory committees, or other local terms. CAC's convey their advice and concerns on planning issues to the planning commission or governing body. CAC's also convey information from local officials to neighborhood and district residents.

- Recognition Criteria and Procedures

1. Boundaries: Proposed by neighborhood associations. The City Council is the boundary decision maker. A neighborhood association boundary should:
 - a. Represent as large an area as possible, consistent with common identity and social communication,
 - b. Consider features, practices and history that contribute to common interest of the residents in the area, including:
 - i. Common travel patterns, i.e., pedestrian, transit, auto, bike
 - ii. Common land use patterns
 - iii. Common history
 - iv. Common planning and development decisions affecting the character of the area
 - v. Governance boundaries (e.g., County, City, service district boundaries).
2. By-laws: Include the minimum requirements proposed by the City (see Appendix C). These include, but are not limited to: no charge for membership, membership open to residents, property owners, businesses, and representatives of nonprofit organizations located within the neighborhood boundaries and an outline for an overall association structure.

3. Procedure for Recognition: The City will recognize a neighborhood association as a representative spokesman in an advisory capacity when the following criteria are met:
 - a. That well-publicized general neighborhood meetings have been held for the purpose of information, organization, adoption of minimum by-laws, establishment of boundaries and election of officers.
 - b. That names, addresses and phone numbers of officers and board members and addresses of current membership be filed with the City and annually updated.
 - c. That the neighborhood association submits to the City Council evidence that they have met the recognition and general criteria for neighborhood associations.

4. Procedure to Remove Recognition: It is in the best interest for the community and city government for neighborhood associations to remain active. The City recognizes, however, that neighborhood associations may become more or less active depending on issues facing the neighborhood at a particular time. Neighborhoods will be allowed some flexibility to remain less involved when their attention is not needed on neighborhood issues. If a neighborhood association has not been organized and actively involved in solving current problems for three years, the City will notify all members of the association to encourage reactivation of their association and offer assistance in complying with the Citizen Involvement Guidelines.

The City Council can, however, consider removing a neighborhood association's recognized status upon CCI's recommendation if any of the following occur.

- a. Failure to adhere to the association by-laws or the Citizen Involvement Guidelines.
- b. Failure of the association's officers to keep the members of the neighborhood association informed of City actions, plans, or policies affecting them.

Should the neighborhood association fail to pursue these strategies and comply with the Neighborhood Association Criteria, the City will provide written notice of the intent to remove recognition to all members of the association. The notice shall set forth the City's reasons for removing the neighborhood association's recognized status. The association is entitled to an opportunity to appear before the Commission for Citizen Involvement and show cause for its continued

recognition. The City Council may complete termination of the association's recognition by written notice.

5. Neighborhood Boundary Amendments: Neighborhood association boundaries shall be reviewed by the Commission for Citizen Involvement during Periodic Review of the City's Comprehensive Plan and on an as-needed basis.

Neighborhood associations or citizens may propose neighborhood boundary amendments to the Commission for Citizen Involvement at any meeting of the Commission. Proposals for boundary amendments must explain the reason for the desired amendment, should demonstrate that the request is not based on a narrow issue, and demonstrate that a boundary amendment is the best way to resolve the problem when compared to alternative approaches. The group requesting the amendment must also demonstrate how many members of the affected association/s or area/s support the proposed change. The Commission may ask the neighborhood to explore alternative approaches to resolve the issue, such as association bylaw changes or new communication strategies. If the Commission recommends amending the neighborhood boundary after these alternatives are explored, its recommendation will be considered by the City Council for a final decision.

- Functions: Neighborhood Associations may:
 1. Recommend action, policy or comprehensive plan amendments to the City or City agencies on any matter affecting the livability of the neighborhood, including, but not limited to; land use, zoning, housing, community facilities, human resources, social and recreational programs, traffic and transportation, and environmental quality.
 2. Assist the City in determining priority needs for neighborhood and City.
 3. Review proposed City budget items and make recommendations to the Budget Committee relating to budget items for neighborhood improvements.
 4. Engage in comprehensive planning representing their geographic area relating to the community.
- Accountability
 1. Neighborhood associations will be accountable to people of the neighborhood they represent. The associations are responsible to adequately notify members of meetings, actions taken and elections, and for seeking views of people affected by proposed policies or actions before adopting recommendations.

2. Minimal meeting and notification requirements are:
 - a. Annual general membership meeting.
 - b. Annual election of officers.
 - c. Semi-annual board meetings.
 - d. Written notification of annual general membership meeting and election of officers will be distributed to all members of the neighborhood association and CCI. Written notice may be given personally or by mail, fax, or e-mail.
 - e. Board meetings will be publicized with meeting notice signs posted at two prominent places in the neighborhood, in accordance with the City's Sign Code, and a meeting notice or announcement published in a local newspaper.
 - f. Maintain a list of mailing addresses within the geographic boundaries of the association. City staff may provide support by providing initial list of mailing addresses. In addition, property owners not residing within the association boundaries will be placed on the mailing list upon request.
 - g. Each neighborhood will demonstrate compliance with these requirements by forwarding written notices, meeting minutes, list of officers and board members and anticipated schedule of board meetings to the CCI and City staff annually.
 - h. Compliance with the Public Meetings Law, ORS 192.610 et. seq.
3. Dissenting views on any issue considered by neighborhood associations will be available to the City through meeting minutes and minority report representations.
4. At each board meeting the leadership of the association will make public and discuss with its residents any relevant material the City of Lake Oswego has provided.
5. Membership in a neighborhood association will not limit the right of any person or group to participate directly in the decision making process of the City Council or City agencies through the normal channels open to any resident.
6. If City services are involved in the production or distribution of written material, the City reserves the right to review the material for accuracy.

- Mutual Responsibility

1. That the group will be notified in writing upon recognition by the City Council.
2. Neighborhood associations, through the chairperson, will be notified of any significant changes proposed having an effect on land use, zoning, traffic and streets, and parks at the time they are submitted by their respective departments to a public hearing body.
3. A neighborhood association in existence should help other new neighborhood associations trying to develop or be recognized.
4. Neighborhood associations and City agencies will abide by the laws regulating open meetings and open access to public information.
5. Neighborhood associations should be in communication with other neighborhood organizations regarding mutual concerns.

D. Support Services for Citizen Involvement

The City will provide support assistance to meet the objectives of this continuing Citizen Involvement Guidelines. This support should include the following:

1. Staff responsibility and appropriate job description should be outlined and delegated to the appropriate staff member.
2. City budget should show monies allocated to that responsibility, including staff time allocation and money for appropriate expenses.
3. Each department is encouraged to include citizen involvement procedures in its decision making process, and should allow staff time for the purpose.
4. The annual proposed budget for citizen involvement should be reviewed by the CCI and a recommendation made to the Budget Committee.
5. A city newsletter published as often as possible containing news of City government activities.

E. Evaluation of Continuing Citizen Participation

The Commission for Citizen Involvement shall hold at least one meeting annually to evaluate the citizen involvement program. Notice of the meeting shall be given to all neighborhood associations and other organizations and groups with an interest in citizen involvement of the opportunity to be heard. The notice and agenda shall clearly state that those wanting to testify can raise for consideration by the CCI any issue not on the agenda which relates to citizen involvement.

In addition to meetings to meet continuing responsibilities, the CCI will meet annually with City Council to evaluate these Citizen Involvement Guidelines. The CCI will then prepare drafts of any proposed changes for presentation to Council for approval.

CONCLUSION

The City of Lake Oswego recognizes the importance of individual citizens, neighborhood associations and other organized community associations to be involved in City government as follows:

1. Citizen Involvement – To provide for widespread citizen involvement by encouraging a cross section of affected citizen to participate.
2. Communication – To assure effective two-way communication with citizens, so that opportunities are available to be heard and to receive a response.
3. Citizen Influence – To provide the opportunity for citizens to be involved in all phases of the planning process, from concept through to implementation and modification.
4. Technical Information – To assure that technical information is available in an understandable form.
5. Feedback Mechanisms – To assure that citizens will receive a response from policy makers, and that the rationale used to reach land use policy decisions shall be available in the form of a written record.
6. Financial Support – To insure funding for the citizen involvement program so that adequate human, financial and informational resources are allocated for the citizen involvement program.

APPENDIX A

OREGON CITIZEN INVOLVEMENT GOAL AND GUIDELINES

Oregon State Law (ORS 197.160) requires each city and county to develop a citizen involvement program which meets the requirements enumerated below. Lake Oswego's citizen involvement program has been developed to meet Lake Oswego's own particular needs and circumstances. The Commission for Citizen Involvement also believes it satisfies the state goal.

STATE GOAL 1 – CITIZEN INVOLVEMENT

To develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process.

The governing body charged with preparing and adopting a comprehensive plan shall adopt and publicize a program for citizen involvement that clearly defines the procedures by which the general public will be involved in the ongoing land use planning process.

The citizen involvement program shall be appropriate to the scale of the planning effort. The program shall provide for continuity of citizen participation and of information that enables citizens to identify and comprehend the issues.

Federal, state and regional agencies, and special purpose districts shall coordinate their planning efforts with the affected governing bodies and make use of existing local citizens involvement programs established by counties and cities.

1. **CITIZEN INVOLVEMENT – To provide for widespread citizen involvement.**

The citizen involvement program shall involve a cross-section of affected citizens in all phases of the planning process. As a component, the program for citizen involvement shall include an officially recognized committee for citizen involvement (CCI) broadly representative of geographic areas and interests related to land use and land use decision. Citizen advisory committee members shall be selected by an open, well-publicized public process.

The citizen advisory committee shall be responsible for assisting the governing body with the development of a program that promotes and enhances citizen involvement in land use planning, assisting in the implementation of the citizen involvement program and evaluating the process being used for citizen involvement.

If the governing body wishes to assume the responsibility for development as well as adoption and implementation of the citizen involvement program or to assign such responsibilities to a planning commission, a letter shall be submitted to the Land Conservation and Development Commission for the State Citizen Involvement Advisory Committee's review and recommendation stating the rationale for selecting this option, as well as indicating the mechanism to be used for an evaluation of the citizen involvement program. If the planning commission is used, in lieu of an independent CCI, its members shall be selected by an open, well-publicized public process.

2. COMMUNICATION – To assure effective two-way communication with citizens.

Mechanisms shall be established which provide for effective communication between citizens and elected and appointed officials.

3. CITIZEN INFLUENCE – To provide the opportunity for citizens to be involved in all phases of the planning process.

Citizens shall have the opportunity to be involved in the phases of the planning process as set forth and defined in the goal and guidelines for (Goal 2) Land Use Planning, including Preparation of Plans and Implementation Measures, Plan Content, Plan Adoption, Minor Changes and Major decisions in the Plan and Implementation Measures.

4. TECHNICAL INFORMATION – To assure that technical information is available in an understandable form.

Information necessary to reach policy decisions shall be available in a simplified, understandable form. Assistance shall be provided to interpret and effectively use technical information. A copy of all technical information shall be available at a local public library or other location open to the public.

5. FEEDBACK MECHANISMS – To assure that citizens will receive a response from policy-makers.

Recommendations resulting from the citizen involvement program shall be retained and made available for public assessment. Citizens who have participated in this program shall receive a response from policy-makers. The rationale used to reach land use policy decisions shall be available in the form of a written record.

6. FINANCIAL SUPPORT – To insure funding for the citizen involvement program.

Adequate human, financial, and informational resources shall be allocated for the citizen involvement program. These allocations shall be an integral component of the planning budget. The governing body shall be responsible for obtaining and providing these resources.

GUIDELINES

A. CITIZEN INVOLVEMENT

1. A Program for stimulating citizen involvement should be developed using a range of available media (including television, radio, newspapers, mailings and meetings.).
2. Universities, colleges, community colleges, secondary and primary educational institutions and other agencies and institutions with interests in land use planning should provide information on land use education to citizens, as well as develop and offer courses in land use education which provide for a diversity of educational backgrounds in land use planning.
3. In the selection of members for the Committee for Citizen Involvement, the following selection process should be observed: Citizens should receive notice they can

understand of the opportunity to serve on the CCI; committee appointees should receive official notification of their selection; and committee appointments should be well publicized.

B. COMMUNICATION

Newsletters, mailings, posters, mail-back questionnaires, and other available media should be used in the citizen involvement program.

C. CITIZEN INFLUENCE

1. Data Collection. The general public, through the local citizen involvement programs, should have the opportunity to be involved in inventorying, recording, mapping, describing, analyzing and evaluating the elements necessary for the development of the plans.
2. Plan Preparation. The general public, through the local citizen involvement programs, should have the opportunity to participate in developing a body of sound information to identify public goals, develop policy guidelines, and evaluate alternative land conservation and development plans for the preparation of the comprehensive land use plans.
3. Adoption Process. The general public, through the local citizen involvement programs, should have the opportunity to review and recommend changes to the proposed comprehensive land use plans prior to the public hearing process to adopt comprehensive land use plans.
4. Implementation. The general public, through the local citizen involvement program, should have the opportunity to participate in the development, adoption, and application of legislation that is needed to carry out a comprehensive land use plan.

The general public, through the local citizen involvement programs, should have the opportunity to review each proposal and application for a land conservation and development action prior to the formal consideration of such proposal and application.

5. Evaluation. The general public, through the local citizen involvement program, should have the opportunity to be involved in the evaluation of the comprehensive land use plans.
6. Revision. The general public, through the local citizen involvement programs, should have the opportunity to review and make recommendations on proposed changes in comprehensive land use plans prior to the public hearing process to formally consider the proposed changes.

D. TECHNICAL INFORMATION

1. Agencies that either evaluate or implement public projects or programs (such as, but not limited to, road, sewer, and water construction, transportation, subdivision studies, and zone changes) should provide assistance to the citizen involvement program. The

roles, responsibilities and timelines in the planning process of these agencies should be clearly defined and publicized.

2. Technical information should include, but not be limited to, energy, natural environment, political, legal, economic and social data, and places of cultural significance, as well as those maps and photos necessary for effective planning.

E. FEEDBACK MECHANISM

1. At the onset of the citizen involvement program, the governing body should clearly state the mechanism through which the citizens will receive a response from the policy makers.
2. A process for quantifying and synthesizing citizens' attitudes should be developed and reported to the general public.

F. FINANCIAL SUPPORT

The level of funding and human resources allocated to the citizen involvement program should be sufficient to make citizen involvement an integral part of the planning process.

APPENDIX B

OREGON'S PUBLIC MEETINGS LAW

192.610 Definitions for ORS 192.610 to 192.690. As used in ORS 192.610 to 192.690:

- (1) “Decision” means any determination, action, vote or final disposition upon a motion, proposal, resolution, order, ordinance or measure on which a vote of a governing body is required, at any meeting at which a quorum is present.
- (2) “Executive session” means any meeting or part of a meeting of a governing body which is closed to certain persons for deliberation on certain matters.
- (3) “Governing body” means the members of any public body which consists of two or more members, with the authority to make decisions for or recommendations to a public body on policy or administration.
- (4) “Public body” means the state, any regional council, county, city or district, or any municipal or public corporation, or any board, department, commission, council, bureau, committee or subcommittee or advisory group or any other agency thereof.
- (5) “Meeting” means the convening of a governing body of a public body for which a quorum is required in order to make a decision or to deliberate toward a decision on any matter. “Meeting” does not include any on-site inspection of any project or program. “Meeting” also does not include the attendance of members of a governing body at any national, regional or state association to which the public body or the members belong. [1973 c.172 s.2; 1979 c.644 s.1]

192.620 Policy. The Oregon form of government requires an informed public aware of the deliberations and decisions of governing bodies and the information upon which such decisions were made. It is the intent of ORS 192.610 to 192.690 that decisions of governing bodies be arrived at openly. [1973 c.172 s.1]

192.630 Meetings of governing body to be open to public; location of meetings; disabled access; interpreters.

- (1) All meetings of the governing body of a public body shall be open to the public and all persons shall be permitted to attend any meeting except as otherwise provided by ORS 192.610 to 192.690.
- (2) No quorum of a governing body shall meet in private for the purpose of deciding on or deliberating toward a decision on any matter except as otherwise provided by ORS 192.610 to 192.690.
- (3) A governing body shall not hold a meeting at any place where discrimination on the basis of race, creed, color, sex, age, national origin or disability is practiced. However, the fact that organizations with restricted membership hold meetings at the place shall not restrict its use by a public body if use of the place by a restricted membership organization is not the primary purpose of the place or its predominate use.

- (4) Meetings of the governing body of a public body shall be held within the geographic boundaries over which the public body has jurisdiction, or at the administrative headquarters of the public body or at the other nearest practical location. Training sessions may be held outside the jurisdiction so long as no deliberations toward a decision are involved. A joint meeting of two or more governing bodies or of one or more governing bodies and the elected officials of one or more federally recognized Oregon Indian tribes shall be held within the geographic boundaries over which one of the participating public bodies or one of the Oregon Indian tribes has jurisdiction or at the nearest practical location. Meetings may be held in locations other than those described in this subsection in the event of an actual emergency necessitating immediate action. This subsection does not apply to the Oregon State Bar until December 31, 1980.
- (5)(a) It shall be considered discrimination on the basis of disability for a governing body of a public body to meet in a place inaccessible to the disabled, or, upon request of a hearing impaired person, to fail to make a good faith effort to have an interpreter for hearing impaired persons provided at a regularly scheduled meeting. The sole remedy for discrimination on the basis of disability shall be as provided in ORS 192.680.
- (5)(b) The person requesting the interpreter shall give the governing body at least 48 hours' notice of the request for an interpreter, shall provide the name of the requester, sign language preference and any other relevant information the governing body may request.
- (5)(c) If a meeting is held upon less than 48 hours' notice, reasonable effort shall be made to have an interpreter present, but the requirement for an interpreter does not apply to emergency meetings.
- (5)(d) If certification of interpreters occurs under state or federal law, the Oregon Disabilities Commission or other state or local agency shall try to refer only certified interpreters to governing bodies for purposes of this subsection.
- (5)(e) As used in this subsection, "good faith effort" includes, but is not limited to, contacting the Oregon Disabilities Commission or other state or local agency that maintains a list of qualified interpreters and arranging for the referral of one or more such persons to provide interpreter services. [1973 c.172 s.3; 1979 c.644 s.2; 1989 c.1019 s.1; 1995 c.626 s.1]

192.640 Public notice required; special notice for executive sessions, special or emergency meetings.

- (1) The governing body of a public body shall provide for and give public notice, reasonably calculated to give actual notice to interested persons including news media which have requested notice, of the time and place for holding regular meetings. The notice shall also include a list of the principal subjects anticipated to be considered at the meeting, but this requirement shall not limit the ability of a governing body to consider additional subjects.
- (2) If an executive session only will be held, the notice shall be given to the members of the governing body, to the general public and to news media which have requested notice, stating the specific provision of law authorizing the executive session.

- (3) No special meeting shall be held without at least 24 hours' notice to the members of the governing body, the news media which have requested notice and the general public. In case of an actual emergency, a meeting may be held upon such notice as is appropriate to the circumstances, but the minutes for such a meeting shall describe the emergency justifying less than 24 hours' notice. [1973 c.172 s.4; 1979 c.644 s.3; 1981 c.182 s.1]

192.650 Written minutes required; content; content of minutes for executive sessions.

- (1) The governing body of a public body shall provide for the taking of written minutes of all its meetings. Neither a full transcript nor a recording of the meeting is required, except as otherwise provided by law, but the written minutes must give a true reflection of the matters discussed at the meeting and the views of the participants. All minutes shall be available to the public within a reasonable time after the meeting, and shall include at least the following information:
 - (a) All members of the governing body present;
 - (b) All motions, proposals, resolutions, orders, ordinances and measures proposed and their disposition;
 - (c) The results of all votes and, except for public bodies consisting of more than 25 members unless requested by a member of that body, the vote of each member by name;
 - (d) The substance of any discussion on any matter; and
 - (e) Subject to ORS 192.410 to 192.505 relating to public records, a reference to any document discussed at the meeting but such reference shall not affect the status of the document under ORS 192.410 to 192.505.
- (2) Minutes of executive sessions shall be kept in accordance with subsection (1) of this section. However, the minutes of a hearing held under ORS 332.061 shall contain only the material not excluded under ORS 332.061 (2). Instead of written minutes, a record of any executive session may be kept in the form of a sound tape recording, which need not be transcribed unless otherwise provided by law. If the disclosure of certain material is inconsistent with the purpose for which a meeting under ORS 192.660 is authorized to be held, that material may be excluded from disclosure. However, excluded materials are authorized to be examined privately by a court in any legal action and the court shall determine their admissibility. [1973 c.172 s.5; 1975 c.664 s.1; 1979 c.644 s.4; 1999 c.59 s.44]

192.660 Executive sessions permitted on certain matters; procedures; news media representatives' attendance; limits.

- (1) Nothing contained in ORS 192.610 to 192.690 shall be construed to prevent the governing body of a public body from holding executive session during a regular, special or emergency meeting, after the presiding officer has identified the authorization under ORS 192.610 to 192.690 for the holding of such executive session. Executive session may be held:
 - (a) To consider the employment of a public officer, employee, staff member or individual agent. The exception contained in this paragraph does not apply to:

- (A) The filling of a vacancy in an elective office.
 - (B) The filling of a vacancy on any public committee, commission or other advisory group.
 - (C) The consideration of general employment policies.
 - (D) The employment of the chief executive officer, other public officers, employees and staff members of any public body unless the vacancy in that office has been advertised, regularized procedures for hiring have been adopted by the public body and there has been opportunity for public input into the employment of such an officer. However, the standards, criteria and policy directives to be used in hiring chief executive officers shall be adopted by the governing body in meetings open to the public in which there has been opportunity for public comment.
- (b) To consider the dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, unless such public officer, employee, staff member or individual agent requests an open hearing.
 - (c) To consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 to 441.063, 441.085, 441.087 and 441.990 (3) including, but not limited to, all clinical committees, executive, credentials, utilization review, peer review committees and all other matters relating to medical competency in the hospital.
 - (d) To conduct deliberations with persons designated by the governing body to carry on labor negotiations.
 - (e) To conduct deliberations with persons designated by the governing body to negotiate real property transactions.
 - (f) To consider records that are exempt by law from public inspection.
 - (g) To consider preliminary negotiations involving matters of trade or commerce in which the governing body is in competition with governing bodies in other states or nations.
 - (h) To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.
 - (i) To review and evaluate, pursuant to standards, criteria and policy directives adopted by the governing body, the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member unless the person whose performance is being reviewed and evaluated requests an open hearing. The standards, criteria and policy directives to be used in evaluating chief executive officers shall be adopted by the governing body in meetings open to the public in which there has been opportunity for public comment. An executive session for purposes of evaluating a chief executive officer or other officer, employee or staff member shall not include a general evaluation of an agency goal, objective or operation or any directive to personnel concerning agency goals, objectives, operations or programs.

- (j) To carry on negotiations under ORS chapter 293 with private persons or businesses regarding proposed acquisition, exchange or liquidation of public investments.
 - (k) By a health professional regulatory board to consider information obtained as part of an investigation of licensee or applicant conduct. Notwithstanding paragraph (b) or (c) of this subsection, subsection (5) of this section or ORS 192.650, the public disclosure of minutes, transcripts or recordings relating to the substance and disposition of the matter investigated are governed by ORS 676.175.
 - (l) By the State Landscape Architect Board, or an advisory committee to the board, to consider information obtained as part of an investigation of registrant or applicant conduct. Notwithstanding subsection (5) of this section or ORS 192.650, the public disclosure of minutes, transcripts or recordings relating to the substance and disposition of the matter investigated is governed by ORS 671.338.
- (2) Labor negotiations shall be conducted in open meetings unless both sides of the negotiators request that negotiations be conducted in executive session. Labor negotiations conducted in executive session are not subject to the notification requirements of ORS 192.640.
 - (3) Representatives of the news media shall be allowed to attend executive sessions other than those held under subsection (1)(d) of this section relating to labor negotiations or executive session held pursuant to ORS 332.061 (2) but the governing body may require that specified information subject of the executive session be undisclosed.
 - (4) When a governing body convenes an executive session under subsection (1)(h) of this section relating to conferring with counsel on current litigation or litigation likely to be filed, the governing body shall bar any member of the news media from attending the executive session if the member of the news media is a party to the litigation or is an employee, agent or contractor of a news media organization that is a party to the litigation.
 - (5) No executive session may be held for the purpose of taking any final action or making any final decision. [1973 c. 172, § 6; 1975 c. 664, § 2; 1979 c. 644, § 5; 1981 c. 302, § 1; 1983 c. 453, § 1; 1985 c. 657, § 2; 1995, c. 779, § 1; 1997 c. 173, § 1; 1997 c. 594, § 1; 1997 c. 791, § 9; 2001, c. 950, § 10.]

192.670 Meetings by means of telephonic or electronic communication.

- (1) Any meeting, including an executive session, of a governing body of a public body which is held through the use of telephone or other electronic communication shall be conducted in accordance with ORS 192.610 to 192.690.
- (2) When telephone or other electronic means of communication is used and the meeting is not an executive session, the governing body of the public body shall make available to the public at least one place where the public can listen to the communication at the time it occurs by means of speakers or other devices. The place provided may be a place where no member of the governing body of the public body is present. [1973 c.172 s.7; 1979 c.361 s.1]

192.680 Enforcement of ORS 192.610 to 192.690; effect of violation on validity of decision of governing body; liability of members.

- (1) A decision made by a governing body of a public body in violation of ORS 192.610 to 192.690 shall be voidable. The decision shall not be voided if the governing body of the public body reinstates the decision while in compliance with ORS 192.610 to 192.690. A decision that is reinstated is effective from the date of its initial adoption.
- (2) Any person affected by a decision of a governing body of a public body may commence a suit in the circuit court for the county in which the governing body ordinarily meets, for the purpose of requiring compliance with, or the prevention of violations of ORS 192.610 to 192.690, by members of the governing body, or to determine the applicability of ORS 192.610 to 192.690 to matters or decisions of the governing body.
- (3) Notwithstanding subsection (1) of this section, if the court finds that the public body made a decision while in violation of ORS 192.610 to 192.690, the court shall void the decision of the governing body if the court finds that the violation was the result of intentional disregard of the law or willful misconduct by a quorum of the members of the governing body, unless other equitable relief is available. The court may order such equitable relief as it deems appropriate in the circumstances. The court may order payment to a successful plaintiff in a suit brought under this section of reasonable attorney fees at trial and on appeal, by the governing body, or public body of which it is a part or to which it reports.
- (4) If the court makes a finding that a violation of ORS 192.610 to 192.690 has occurred under subsection (2) of this section and that the violation is the result of willful misconduct by any member or members of the governing body, that member or members shall be jointly and severally liable to the governing body or the public body of which it is a part for the amount paid by the body under subsection (3) of this section.
- (5) Any suit brought under subsection (2) of this section must be commenced within 60 days following the date that the decision becomes public record.
- (6) The provisions of this section shall be the exclusive remedy for an alleged violation of ORS 192.610 to 192.690. [1973c.172 s.8; 1975 c.664 s.3; 1979 c. 644 s.6; 1981 c.897 s.42; 1983 c.453 s.2; 1989 c.544 s.1]

192.685 Additional enforcement of alleged violations of ORS 192.660.

- (1) Notwithstanding ORS 192.680, complaints of violations of ORS 192.660 alleged to have been committed by public officials may be made to the Oregon Government Standards and Practices Commission for review and investigation as provided by ORS 244.260 and for possible imposition of civil penalties as provided by ORS 244.350.
- (2) The commission may interview witnesses, review minutes and other records and may obtain and consider any other information pertaining to executive sessions of the governing body of a public body for purposes of determining whether a violation of ORS 192.660 occurred. Information related to an executive session conducted for a purpose authorized by ORS 192.660 shall be made available to the Oregon Government Standards and Practices Commission for its investigation but shall be excluded from public disclosure.
- (3) If the commission chooses not to pursue a complaint of a violation brought under subsection (1) of this section at any time before conclusion of a contested case hearing, the public official against whom the complaint was brought may be entitled to reimbursement of reasonable costs

and attorney fees by the public body to which the official's governing body has authority to make recommendations or for which the official's governing body has authority to make decisions. [1993 c.743 s.28]

192.690 Exceptions to ORS 192.610 to 192.690.

- (1) ORS 192.610 to 192.690 shall not apply to the deliberations of the State Board of Parole and Post-Prison Supervision, the Psychiatric Security Review Board, state agencies conducting hearings on contested cases in accordance with the provisions of ORS 183.310 to 183.550, the review by the Workers' Compensation Board or the Employment Appeals Board of similar hearings on contested cases, meetings of state or local lawyers assistance committees operating under the provisions of ORS 9.568, meetings of the personal and practice management assistance committees operating under the provisions of ORS 9.568, the multidisciplinary teams required to review child abuse and neglect fatalities in accordance with the provisions of ORS 418.747, the peer review committees in accordance with the provisions of ORS 441.055, mediation conducted under ORS 36.250 to 36.270, any judicial proceeding, meetings of the Oregon Health Sciences University Board of Directors or its designated committee regarding candidates for the position of president of the university or regarding sensitive business, financial or commercial matters of the university not customarily provided to competitors related to financings, mergers, acquisitions or joint ventures or related to the sale or other disposition of, or substantial change in use of, significant real or personal property, or related to health system strategies, or to Oregon Health Sciences University faculty or staff committee meetings.
- (2) Because of the grave risk to public health and safety that would be posed by misappropriation or misapplication of information considered during such review and approval, ORS 192.610 to 192.690 shall not apply to review and approval of security programs by the Energy Facility Siting Council pursuant to ORS 469.530. [1973 c.172 s.9; 1975 c.606 s.41b; 1977 c.380 s.19; 1981 c.354 s.3; 1983 c.617 s.4; 1987 c.850 s.3; 1989 c.6 s.18; 1989 c.967 ss.12,14; 1991 c.451 s.3; 1993 c.18 s.33; 1993 c.318 ss.3,4; 1995 c.36 ss.1,2; 1995 c.162 ss.62b,62c; 1999 c.59 ss.45a,46a; 1999 c.155 s.4; 1999 c.171 ss.4,5; 1999 c.291 ss.25,26]

192.695 Prima facie evidence of violation required of plaintiff.

In any suit commenced under ORS 192.680 (2), the plaintiff shall be required to present prima facie evidence of a violation of ORS 192.610 to 192.690 before the governing body shall be required to prove that its acts in deliberating toward a decision complied with the law. When a plaintiff presents prima facie evidence of a violation of the open meetings law, the burden to prove that the provisions of ORS 192.610 to 192.690 were complied with shall be on the governing body. [1981 c.892 s.97d; 1989 c.544 s.3]

Note: 192.695 was added to and made a part of ORS chapter 192 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

192.710 Smoking in public meetings prohibited.

- (1) No person shall smoke or carry any lighted smoking instrument in a room where a public meeting is being held or is to continue after a recess. For purposes of this subsection, a public

meeting is being held from the time the agenda or meeting notice indicates the meeting is to commence regardless of the time it actually commences.

(2) As used in this section:

- (a) “Public meeting” means any regular or special public meeting or hearing of a public body to exercise or advise in the exercise of any power of government in buildings or rooms rented, leased or owned by the State of Oregon or by any county, city or other political subdivision in the state regardless of whether a quorum is present or is required.
- (b) “Public body” means the state or any department, agency, board or commission of the state or any county, city or other political subdivision in the state.
- (c) “Smoking instrument” means any cigar, cigarette, pipe or other smoking equipment. [1973 c.168 s.1; 1979 c.262 s.1]

PENALTIES

192.990 Penalties.

Violation of ORS 192.710 (1) is a violation punishable by a fine of \$10. [1973 c.168 s.2]

APPENDIX C

Neighborhood Association By-Laws Outline

1. Name
 - a) State name of the association.
2. Purpose and Functions
 - a) To be a citizen advisory committee to the Lake Oswego municipal government as described in Statewide Planning Goal 1, Citizen Involvement.
 - b) Recommend action, policy or comprehensive plan amendments to the City or City agencies on any matter affecting the livability of the neighborhood.
 - c) Assist the City in determining priority needs for the neighborhood and city.
 - d) Review proposed City budget items and make recommendations relating to neighborhood improvements.
 - e) Engage in comprehensive planning representing the neighborhood area as it relates to the community.
3. Boundary and Membership
 - a) The boundaries of the association may be amended from time to time.
 - b) Membership must include all of the following: Property owner, resident, owner or operator of a business and representative of a nonprofit organization located within the neighborhood boundaries. A minimum age may be established for residents.
 - c) Charging dues or membership fees shall not be required for membership or voting.
 - d) Each member is entitled to vote on issues submitted to the membership and at the general membership meeting.
4. Officers
 - a) Include a chairperson, vice-chairperson and secretary.
 - b) Describe their duties.
5. Board of Directors
 - a) Composed of all officers and some number of general members. Identify what constitutes a quorum.
 - b) Describe how vacancies and mid-term vacancies are filled.

- c) State compliance with the Public Meetings Law, ORS 192.610 et seq. whenever a quorum of board members meet and deliberate on matters leading to recommendations to a city public hearing body.
- d) Establish a procedure to call for and convene a board meeting. Board meetings shall occur at least semi-annually.
- e) Describe the duties and accountability of the board.
 - i. Include representation of the general membership through adequate notice of board meetings, discussion of actions taken, fair elections and consensus building.
 - ii. Establish and maintain a liaison between the neighborhood association and the City of Lake Oswego.
 - iii. Inform members regarding issues which, in the opinion of the Board members, significantly affect the neighborhood.

6. Elections

- a) Officers and board members will be elected annually.
- b) Describe the election procedure.

7. General Membership Meetings

- a) General membership meetings will occur at least annually.
- b) Establish a notice procedure and a quorum.
- c) Reference compliance with the Public Meetings Law, ORS 192.610 et seq.

8. Committees

- a) If permanent committees are desired, they should be specified here. Common permanent committees include membership, issues and social. Procedures for creating the committee(s) should be established.

9. Amendments

- a) An amendatory process for future by-law modification is established here. The minimum requirements established by City Council cannot be altered without City review and approval.

10. Parliamentary Government

- a) The overall method of running the neighborhood association meeting is explained here. Frequently it is a mix of Robert's Rules of Order with fairness and common courtesy.

11. Compensation of Officers and Employees

- a) No compensation is allowed.

12. Authority

- a) The by-laws implement the Citizen Involvement Guidelines and Statewide Planning Goal 1, Citizen Involvement. In the event of inconsistency, the Statewide Planning Goal will govern.